

DEPARTMENT OF THE ARMY
Army Engineer District, Rock Island
Clock Tower Building - P.O. Box 2004
Rock Island, Illinois 61204-2004

CENCR-RM
Memorandum
No. 11-1-3

18 March 1994

Army Program
COMMAND INSPECTIONS

1. Purpose and Scope: This memorandum establishes policies and procedures for the Corps of Engineers, North Central Division, Rock Island District(CENCR) command inspections, and assigns responsibilities for implementation.

2. Applicability: These procedures are applicable to all CENCR Advisory, Administrative, and Technical staff offices.

3. References:

- a. AR 1-201
- b. ER 1-1-25
- c. NCDR 1-1-2

4. Explanation of Terms: A command inspection is a formal evaluation of subordinate organizations. The inspection will be conducted by representative(s) appointed by the CENCR Commander to observe and evaluate the performance of mission and the status of deficiencies found during previous inspections.

5. Policies:

a. These appointed representatives will conduct command inspections of every district element at least once every 24 months.

Memorandum 11-1-3
18 March 1994

(1) Inspection teams will consist of a team chief and members as determined by the Commander. Generally, the Deputy District Engineer (DD) or the Executive Assistant will serve as team chief.

(2) The team will observe and evaluate activities that fall under the umbrella of the United States Army Corps of Engineers (USACE) Command Management Program. The team will evaluate compliance with USACE and Corps of Engineers North Central Division (CENCD) policies and procedures, and the management of administrative, logistical, mobilization, operational, technical and other applicable missions of each CENCR element.

(3) In addition to performing the compliance inspection outlined above, team members will provide orientation, two-way communication, and assistance, where applicable, to the inspected district element.

(4) All team members will wear name tags during the inspection.

(5) Command inspections will be conducted of District Area, Resident and Project Offices; and division and separate staff offices as determined by the Commander.

(6) The District Command Inspection schedule will be published 60 days prior to the start of each fiscal year.

(7) Team chiefs will coordinate with the Resource Management Office (RM) to ensure that inspected elements receive a letter of notification for command inspection at least 30 days before the start of the inspection. The letter should detail dates, purpose, and scope of the inspection. Unannounced inspections may be conducted at anytime at the direction of the CENCR Commander.

(8) Inspections will focus on the current status of functions and the resolution of deficiencies found during previous inspections.

(9) Entrance and exit briefings will be conducted. The team chief, assisted by team members, will plan and conduct an exit briefing prior to departure. The briefing will highlight findings and recommendations resulting from the inspection.

(10) Written reports of findings and recommendations will be provided to the inspected element and the CENCR Commander within 30 days of the last day of the inspection. (See Appendix A.)

(11) The inspected offices will provide a written report of corrective actions/plans within 30 days of receipt of the final report. (See Appendix A.)

b. A Command Inspection will be scheduled within six months of the assignment of a new site chief.

6. Responsibilities:

a. The DD is delegated approval authority for command inspection policy and program content. The DD will approve the command inspection schedule, assignment of team chiefs and members, and recommended changes thereto, if required.

b. RM will provide overall command inspection program management, to include coordination of the planning, scheduling, and reporting associated with command inspections.

c. Each division/separate office will review the schedule of command inspections and be responsible for providing team members as determined by the DD.

d. Inspected elements will provide facilities for team members use in meeting and preparing reports.

e. Divisions/separate offices will establish and maintain a file for each command inspection, to include follow-up documentation.

FOR THE COMMANDER:

LARRY E. JONES
Executive Assistant

APPENDICES:

APPENDIX A: Administrative Procedures

APPENDIX B: CENCR Form 500-R

Memorandum 11-1-3
18 March 1994

APPENDIX C: Format for Command Inspection
Corrective Action Reports
APPENDIX D: Commander's Guidance for the Conduct of
CENCR Command Inspections
APPENDIX E: Reports

DISTRIBUTION:
A

APPENDIX A

ADMINISTRATIVE PROCEDURES

1. Command Inspection Concept.

a. The major purposes of the command inspection are to:

(1) Determine the inspected element's effectiveness by focusing on policy compliance and implementation and emphasizing achievement of the command goals and objective.

(2) Determine how effectively and efficiently the element manages its resources (including time, money, workforce, and information).

b. The evaluation report of the element's performance is provided to the CENCR Commander by the team chief.

c. The team will examine how the district element has complied with and implemented management policies instituted by HQUSACE/CENCD/CENCR and address known or anticipated problems faced by the district element in its execution of command policy.

d. That, through the information exchanged with district personnel, the inspection team will recommend solutions and develop assignments for follow-up.

e. That RM will be responsible for coordinating the planning, scheduling, and reporting associated with command inspections. Final approval of the itinerary, schedules, and content of the inspection report rests with the team chief.

2. District Preparation for Command Inspections. Several steps must be taken prior to a command inspection. They are:

a. RM will publish a Command Inspection schedule 30 days prior to the start of each fiscal year.

b. The inspection team will be appointed by Appointment Order.

(1) The command inspection team will consist of a team chief and other members as required by assigned task.

Memorandum 11-1-3
18 March 1994
Appendix A

(2) The RM-Management Analysis Branch (RM-M), will request that selected divisions/separate offices furnish personnel for team membership. Team members must have an overall knowledge of USACE, CENCD, and CENCR management policies and procedures as well as in depth knowledge and understanding of their specific areas of responsibility.

(3) Composition of the command inspection team and team chief is subject to approval of the DD.

(4) The RM representative will serve as overall program coordinator for the command inspection team.

c. Inspection team preparation.

(1) RM-M, in conjunction with divisions and separate offices throughout CENCR, will ensure that checklists on all functional areas and special topic areas are developed and are provided to team members prior to their departure on a command inspection. Unannounced inspections may be conducted at anytime at the direction of the CENCR Commander. Guidance applicable to the development of checklists is contained in DA PAM 11-6. Checklist topics and questions will be broad enough to cover all functional areas to alleviate the necessity for frequent updates. Checklists will be written so that team members:

(a) Can ascertain how well the organization inspected is being run.

(b) Can determine how well policy from higher levels is interpreted and implemented.

(c) Can determine if the district element has been adequately resourced to accomplish its missions.

(2) The team chief will establish the overall objective of the inspection and assign functional areas to the team member with the most experience in a particular subject area. The team chief will be responsible for assuring that all functional areas and items of specific command interest are provided adequate coverage.

(3) Twenty four hours prior to departure, the program coordinator will verify final instructions and coordination with the DD.

3. Inspected Element's Preparation for Command Inspection. The inspected element will:

- a. Prepare an inbriefing for the inspection team.
- b. Provide facilities where team members can meet and prepare reports.

4. Conduct of Command Inspection by CENCR Team. The CENCR Command Inspection team responsibilities are:

a. Team members will have latitude in conducting command inspections, but will focus particular attention on certain major items. These items to be observed and evaluated are:

(1) Compliance with HQUSACE, CENCD, and CENCR policies and procedures.

(2) Mission performance.

(3) Determination of the status of deficiencies found during previous inspections.

(4) The management of administrative, logistical, mobilization, operational, technical, and other applicable missions.

(5) The status of programmed versus actual accomplishments.

(6) The identification of major problems.

(7) Any additional items as determined by the CENCR Commander.

b. During the inspection, each team member will complete a CENCR Form 500-R (Command Inspection Staff Observation) (Appendix B) for each major function and special topic category as outlined in the command inspection checklist, as well as any other

Memorandum 11-1-3
18 March 1994
Appendix A

substantial problems disclosed during the inspection. The completed form will be used by the team members during the inspection to record comments and recommendations.

c. Individual team member's comments, as developed in the prescribed CENCR Form 500-R, will be discussed with the team chief at the team meeting prior to the exit conference.

d. The team chief will conduct an exit briefing at which time each inspector will be required to discuss their findings.

5. Inspection Report.

a. RM-M will consolidate the team's observations into a final report for the CENCR Commander. It will be prepared for the signature of the inspection team chief. The report will include the team chief's observations concerning the effectiveness of local implementation of USACE, CENCD, and district goals and objectives.

b. The report will be forwarded to the CENCR Commander within 30 days after completion of the inspection.

c. Upon sign off by the Commander, a copy of the report will be furnished to the Chief of the inspected element, through the CENCR HQ elements concerned.

d. The chief of the inspected element will prepare a report concerning corrective actions/plans taken to correct deficiencies found during the command inspection. The report will be prepared utilizing the format detailed in Appendix C, and will arrive within 30 days after receipt of the final report. Reports will be directed to the District Commander, Attention: CENCR-RM-M.

Memorandum 11-1-3
18 March 1994
Appendix B

APPENDIX B

COMMAND INSPECTION STAFF OBSERVATION

ORG INSPECTED: _____ INSPECTOR: _____

PERSON CONTACTED: _____ ORGANIZATION SYMBOL: _____

TELEPHONE EXTENSION: _____ TELEPHONE EXTENSION: _____

SUBJECT: _____

COMMENT: (1) _____

RECOMMENDATION: (2) _____

CENCR Form 500-R
1 Aug 93
Appendix B

REFERENCE: (3) _____

NOTES:(1) Record in concise terms what was or was not being done.

(2) In one or two simple sentences state what action is required and to whom the action is assigned (e.g., CENCR Commander or specific staff element of CENCR).

(3)List reference material.

APPENDIX C

FORMAT FOR COMMAND INSPECTION CORRECTIVE ACTION REPORTS

TITLE OF INSPECTION: _____

OFFICE SYMBOL: _____ DATE: _____

SUBJECT: _____

CONCUR/NON-CONCUR: _____

CORRECTIVE ACTION/REMARKS: _____

Memorandum 11-1-3
18 March 1994
Appendix C

ADDITIONAL REMARKS: _____

COMPLETION DATE: _____

ACTION OFFICER: _____

TELEPHONE NUMBER: _____

APPENDIX D

COMMANDER'S GUIDANCE FOR THE CONDUCT OF CENCR COMMAND INSPECTIONS

1. The team chief is the personal representative of the CENCR Commander.

2. The major purpose of the inspection is to provide an assessment of CENCR's elements:

a. Compliance with USACE, CENCD, and CENCR policies, procedures and standards.

b. Mission management.

c. Progress in implementing the USACE, CENCD, and CENCR goals and objectives.

d. Resource management.

e. Overall effectiveness.

3. The role of the team chief is to assess compliance with the command management of administrative, logistical, mobilization, operational, technical and other applicable mission areas; promote improved cooperation and information exchange; and to convey personally the CENCR Commander's policies in the interest of more effective communication/feedback and cooperation between the headquarters' staff and field staff.

a. The team chief should not determine CENCR policy where policy may be unclear or where policy determinations have not yet been made. Such issues should be coordinated with the appropriate CENCR staff by telephone or resolved upon return from the command inspection.

b. The team chief must ensure that all issues that surface during the command inspection are resolved expeditiously.

4. Specific team chief duties are to:

a. Schedule command inspections (with RM support) by:

Memorandum 11-1-3
18 March 1994
Appendix D

(1) Confirming dates for command inspections 30-60 days in advance.

(2) Approving the mode of transportation.

b. Establish the itinerary and:

(1) Inform the program manager of:

(a) Activities and projects to be reviewed.

(b) Specific subjects for briefing.

c. Prepare for command inspections by:

(1) Not later than seven calendar days prior to the command inspection, conferring with CENCR staff elements to determine any special areas to be reviewed during the command inspection.

(2) Holding a pre-briefing with the inspection team. The team chief will be responsible for:

(a) Briefing the team about all special subjects, procedures, or guidance from the CENCR Commander.

(b) Dividing functional and special topic areas among team members for inspection.

(c) Selecting areas the team chief will personally inspect.

(d) Discussing travel schedules/itineraries.

(e) Discussing on-site team meetings.

(f) Appointing the RM representative as the team point-of-contract to coordinate any changes which may occur during inspection (e.g., schedule, assignment of actions, etc.).

(g) Designating the appropriate dress for team members.

d. Conduct command inspections by:

(1) Attending entrance briefing.

(2) Inspecting designated activities and making observations.

(3) Attending information briefings and making courtesy visits, as applicable.

(4) If possible, scheduling and holding a daily team meeting to assess the results of the day's inspection and to coordinate team activities for the next day.

(5) Meet with the team on the final day to consolidate observations and plan an exit briefing. Assign the RM representative the responsibility for consolidating team observation forms.

(6) Conduct an exit briefing.

e. Command Inspection Report.

(1) The team chief (if not the DD) will give a brief verbal report to the DD and, if the DD deems appropriate, to the CENCR Commander. The report will be given within four calendar days of the team chief's return.

(2) The program coordinator will collect the observation forms and prepare a report, addressed to the CENCR Commander. The report will include an overall assessment of the district's implementation of the command management program and implementation of command goals and objectives. The report will also include an assessment of the inspected elements management of items of interest.

(3) The team chief will approve the report, which has been prepared by the program coordinator for the CENCR Commander's signature.

(4) The report will be delivered to the CENCR Commander and the chief of the inspected element within 30 calendar days of the last day of the inspection.

APPENDIX E

REPORTS

1. The Inspection Team Chief will:

- a. Ensure that CENCR Form 500-R is used to record deficiencies and recommendations. (See Appendix A).
- b. Provide a copy of each completed CENCR Form 500-R to the inspected district element supervisor.
- c. Prepare a final report for the CENCR Commander within 30 calendar days. A copy of the report will be provided to the inspected element. (See Appendix A).

2. The chief of the inspected element will:

- a. Prepare a report detailing corrections or correction plans to include milestone dates, for each recommendation or deficiency indicated on each completed CENCR Form 500-R.
 - (1) Each deficiency, recommendation, or question will be answered, utilizing the format detailed in Appendix C.
 - (2) Each response should provide detailed answers or solutions.
 - (3) The report will be forwarded to arrive within 30 calendar days from receipt of the final report. Address the report to Commander, Attention: CENCR-RM-M.
- b. Establish and maintain a file of each command inspection final report and corrective action report, to include follow-up documentation.

3. The element managers will:

- a. Monitor the progress of inspection follow-up corrective actions.
- b. At the half way point of each completion date, as noted in Appendix C (Suggested Format for Command Inspection), be prepared to submit a written or verbal report to RM denoting corrective action.